ARMY RESERVE

ARMY RESERVE MAGAZINE

Winter Issue — 1986

You May Be Mustered

If You're Not a Unit Member

(just for a day)

page 8

AND . . .

The USAR in Honduras

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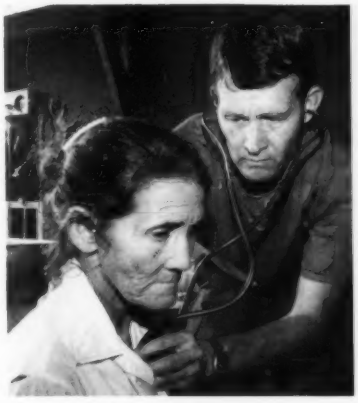

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LEFT: Reservists from Alpha Company, 100th Battalion, 442nd Infantry, Hawaii, fire Soviet assault rifles (with live ammo). The troops are training to be "OPFOR," or opposing forces. OPFOR soldiers are the "enemy" during combat exercises.

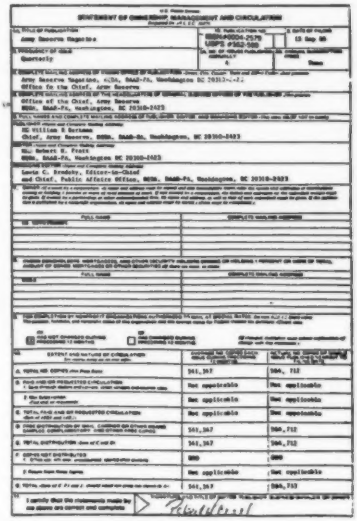
U.S. Army photo by Susan Dunmire

FRONT COVER: Capt. Antony Rozier, an Army Reserve dentist assigned to the 337th Medical Detachment (Dental Service), New Orleans, administers Novocain before Honduran patients' teeth are pulled. The location is Concepcion de Guasista.

U.S. Army photo by Bob Pratt

REAR COVER:

U.S. Army photo by Ed Bosanko



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BRIEFS

■ **Unit Reservists, Individual Mobilization Augmentees, Active Guard/Reserve (AGR)-status Reservists and those Individual Ready Reservists who participate in training will be screened for the virus associated with Acquired Immune Deficiency Syndrome (AIDS).** The screening will begin about January 1986. We'll have extensive information on Army Reserve AIDS screening in the Spring 1986 issue.

■ **Do you take the Army Physical Readiness Test (APRT) if you're a Reservist 40 or older? Don't even think about it unless you've gone through the required cardiovascular screening and have been cleared** to take the three-event APRT.

■ **Active Guard/Reserve (AGR) soldiers who spend at least 10 consecutive days with Reserve Component unit(s) on foreign soil are eligible for the Army Reserve Components Overseas Training Ribbon.** So are Individual Ready Reservists who train on foreign soil for at least ten consecutive days. Doing the "time" means serving on Annual Training or Active Duty for Training.

■ **A 9mm Beretta pistol will replace the .45 caliber pistol used by U.S. forces since 1911.** The initial five-year contract calls for more than 315,000 weapons. Longrange plans call for some 500,000 9mms to replace the 400,000 .45s now in stock. The Beretta packs 15 rounds when fully loaded.

■ **Reservists' right to take military training without fear of adverse actions by their civilian employers is getting special emphasis in the Labor Department.** Field offices of the agency are being reminded that, ". . . a member of the National Guard or Reserve forces has the right to take an unpaid leave of absence from his or her civilian job to participate in active duty for training or inactive duty training (drills)." When it comes to employer/Reservist disputes, the Labor Department is the Justice Department's investigative agent. However . . . bringing in the federal government can be and is often avoided because Reservists and their civilian employers **talk** to each other (and employers are given advance notice of the employees' military training dates).

■ **How do you change your address for the Army Reserve Magazine?** If you're a member of the Individual Ready Reserve (IRR) or you're an Individual Mobilization Augmentee call your career advisor (enlisted) or personnel management officer. Use the appropriate toll-free line to St. Louis. If you're assigned to an Army Reserve unit make sure that it has your address and that it reports that address "up the chain" after drills. Please don't write or call the editorial office. We can neither change your address nor acknowledge requests to do so.

■ **The Army Reserve is again promoting the Scholar/Athlete Program to high schools across the country this year.** Since the program in 1981, more than 46,000 high school students have been honored for academic and athletic excellence. And, the USAR's image has been given a boost. **The U.S. Army Recruiting Command will invite Reservists to represent their units and the USAR by presenting Scholar/Athlete awards at numerous year-end (1986) ceremonies.**

■ **Don't use a commercial travel agency for official Army business.** If you book transportation through a travel agent for such business, you may have to pay for it personally. In a recent case, a USAR officer used a travel agent . . . and it cost him $465. Joint Travel Regulations prohibit the use of travel agencies by soldiers to obtain official passenger transportation. Play it safe. Use a Government Travel Request (GTR).

■ **Did you know that, if you're injured in the line of duty, the Army will not pay civilian medical bills connected with your injury (other than for immediate emergency treatment)?** Don't expect a penny from the government **unless** approval for the civilian treatment has been obtained from military medical authorities beforehand. Many Reservists injured in the line of duty have undergone non-emergency treatment through civilian doctors and health agencies, wrongly assuming that the Army would pick up the tab. In fact, some Reserve units have advised their members—incorrectly—to seek civilian care, assuring the individuals that "the Army will pay the bill." Note that Reservists injured on active duty for training or during inactive duty training are entitled to care at military medical facilities. But, should these facilities be unable or too distant to provide care, only designated military medical officials can authorize civilian care at Army expense.

■ **Many readers have asked for the "back up" to the fact that Reservists can get Federal Housing Administration (FHA) loans with lower than normal down payments.** The statute is the National Housing Act, Section 203(B) (2). Then, there's the Code of Federal Regulations (CFR), Title II, Part 203.18. To qualify, a Reservist must have performed 90 days of continuous Active Duty for Training.

■ **Are you still wearing the olive green 109 undershirt with your BDUs?** That's OK! You have to put it away September 30, 1986, **not** September 30, 1985. The 1985 date was tossed out with a recent change in Army uniform policy.

■ **Another uniform change is that officers—commissioned and warrant—must wear nonsubdued grade insignia on the BDU cap (or organizational beret) in garrison.** The subdued insignia will be worn on headgear in the field.

■ **Still another change.** The Army green 107 field jacket (non-camouflage) didn't bite the dust on September 30, 1985. The item can be worn until September 30, 1986.

LETTERS

Before reading the following letter, allow us to comment on a couple of thoughts.

• During the year just passed the Army concerned itself with the theme of leadership. Here at Army Reserve Magazine, we wrestled all year about how to cover it in a way that would mean something special to our 575,000 readers around the nation and around the world. But, as the year wound down, no single article or editorial treatment appeared here — or was written here — that said what we wanted to say about leadership and leaders.

• It is a long-standing editorial policy of the magazine never to run obituaries, and to run — only rarely — commentaries and personal reflections about service in the Army Reserve.

When the following letter arrived, we knew that we had what we'd been looking for about leadership.

And, we changed the editorial policy.

Just like that.
Just this once.

SIR: On Monday, August 26th, Capt. Dean K. Phillips, USAR, a friend and fellow soldier, was buried in Arlington Cemetary with full military honors. He succumbed to cancer, a disease which was able to effect what the communists had not accomplished almost 20 years earlier in the jungles and rice paddies of Vietnam. Throughout his long struggle against cancer, which spanned five years and nearly a dozen operations, Dean's courage served as an inspiration to all of us who loved and admired him. It is fitting to reflect on what his passing means and on that special covenant which binds men and women who have soldiered together and shared a common purpose.

Dean was a true hero. When he graduated from college in the late 60s, he was granted a student deferment to study law, but, instead, volunteered for duty in Vietnam, subsequently refusing a commission in order to serve as an enlisted man. In Vietnam, he regularly volunteered for the most dangerous missions. His feats soon became legend in the 101st Airborne Division. His combat record includes two silver stars, a bronze star and a purple heart. In one combat action, Dean was the sole survivor, having been shot and left for dead by the North Vietnamese.

Dean left Vietnam convinced that the burden of fighting fell disproportionately on men at the bottom of the nation's socio-economic ladder, and was determined that they should not be denied the benefits enjoyed by veterans of past wars. Embittered with the Army as an institution, he left active duty, earned his law degree and dedicated the remainder of his life to tireless work as an attorney on issues affecting veterans.

U.S. Army photo by Earl Van Alstine

The late Dean Phillips.

I first met Dean in 1981 when I was commanding the 11th Special Forces Group at Fort Meade, Md. At that time, the signal company at Fort Meade was, by the most generous description, a problem unit. Of all the problem units in the command, Signal Company was the worst. The unit had passed only one inspection of any kind since its activation in 1973. Some of the key NCOs had even resigned en masse as a protest of conditions in the unit. I had appointed a young, dynamic officer to command the unit only six months earlier, but, as is often the case in the Army Reserve, he was transferred by his civilian employer just as conditions began to improve. So, I challenged one of my young officers to step forward and "rid me of this troublesome unit." Only Dean Phillips stepped forward. The rest is history. Through Dean's leadership there was an almost unbelievable improvement in the morale and combat effectiveness of the organization. All the cliches you can think of applied. Dean's troops truly worshipped him and some of the former unit members who had resigned in protest even sought to rejoin the unit.

I called Dean a few months before he died, not because we were particularly close but because our relationship was forged in difficult times. I felt an urgent need to honor what he had endured. Dean said many things that afternoon, but I vividly remember one remark. He said that he had been left for dead once and that, unlike the most of us, had been given a second change in life. Therefore, he hoped that he had been able to be of service to the Army in the time he had been given. Groping for the right words, I was only able to say that I loved him and that I was richer for having shared his life — a response that I now consider totally inadequate.

What are the lessons that we can learn from this remarkable person? Surely, Dean had all the attributes we look for in a successful leader. He was technically competent, courageous, forceful, and articulate, but he also had "something extra." Dean stood out, not only because of his professional knowledge, but, because he had developed a "24 karat character" during the course of his career. The adversity he had endured fostered inner strength, self-confidence, and the capacity to inspire personal as well as professional excellence. His character reflected an inner strength which drew his people to him as a magnet.

More than anything else, Dean's life was a demonstration of the fact that the character of leaders is of vital importance in inspiring those who follow. The most effective motivator is respect and admiration for an individual whose personal life reflects the inner strength required to face great challenges and sacrifices. Dean did not develop this character in the heat of Vietnam battle. His stature grew out of the steady application of selfless values and ethical behavior throughout his life. Surely, Dean showed us all what it means to "be all we can be."

Col. James Willoughby
Washington, D.C.

What's Happened to Commissary Benefits?

Two years ago, Congress directed the Secretary of Defense to conduct a special test involving the services' Reservists and commissaries. The purpose: to check out the feasibility of letting Selected Reservists (in the USAR, Reserve unit members and Individual Mobilization Augmentees) use commissaries at their discretion throughout the year . . . not just during Annual Training. One day of commissary shopping is authorized for each day of AT served.

Three test sites were chosen: The New England states and the San Antonio and Los Angeles metropolitan areas,

Only eight percent of the Army Reservists eligible to participate in the test took part. There are reasons for that.

In the Army Reserve, the test was announced after it began.

Travel distances made a difference. It was found that Reservists living more than 50 miles from a commissary are far less likely to use the facility for grocery shopping. A survey shows that 50 percent of all Selected Reservists live more than 46 miles from a commissary — but, only 10 percent of the Reserve shoppers in the commissary test came from more than 50 miles away. Only two percent of the test participants traveled more than 100 miles; a fourth of the Selected Reserve population lives that distance from the nearest commissary.

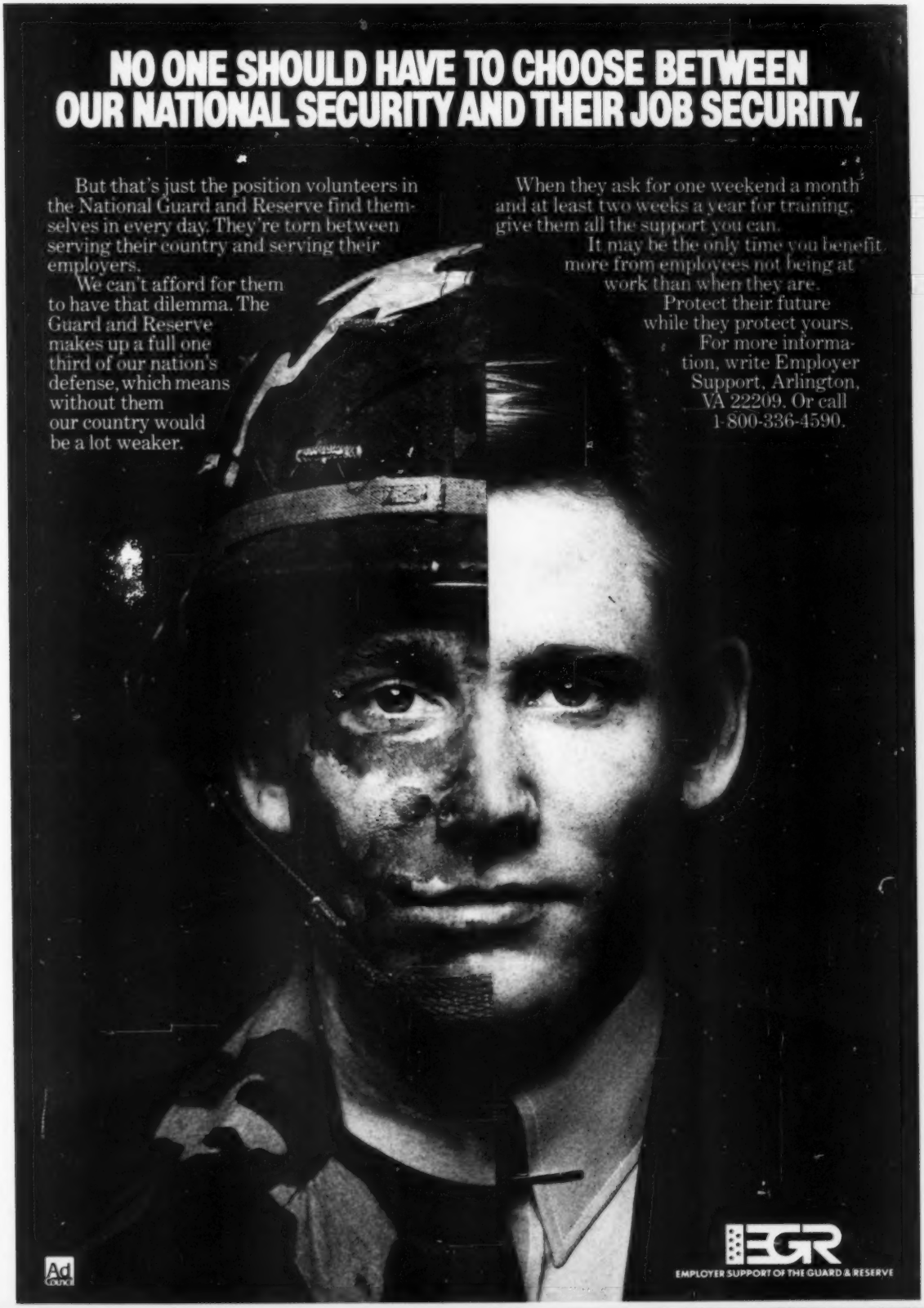
And, it is estimated that it would take two or three years for many Reservists to develop the habit of shopping year-round; the test ended last year.

Nevertheless, test results indicated that Reservists prefer to spread their commissary entitlement throughout the year. Only a third of the commissary test visits were made on Saturdays. The remainder were fairly evenly distributed throughout the work week. Reserve *families* took part in more than 70 percent of the test visits. For many, the test provided their first opportunity to exercise a tangible Reserve benefit. Eighty-three percent of the test visits were made by Selected Reservists in pay grades E-4 through E-7 and O-2 through O-4 (Spec. 4s through sergeants first class, first lieutenants through majors). The services find individuals in these pay grades the most difficult to retain.

Note that year-round shopping would represent no *new* benefit, no *expansion*, but, simply another way to use an existing benefit.

However, the perception of benefit expansion in Washington is difficult to dispel.

The upshot: Congress has dropped the idea, this year, of authorizing a change in the way commissaries can be patronized by Reservists.


NO ONE SHOULD HAVE TO CHOOSE BETWEEN OUR NATIONAL SECURITY AND THEIR JOB SECURITY.
But that's just the position volunteers in the National Guard and Reserve find themselves in every day. They're torn between serving their country and serving their employers.
We can't afford for them to have that dilemma. The Guard and Reserve makes up a full one third of our nation's defense, which means without them our country would be a lot weaker.
When they ask for one weekend a month and at least two weeks a year for training, give them all the support you can.
It may be the only time you benefit more from employees not being at work than when they are.
Protect their future while they protect yours.
For more information, write Employer Support, Arlington, VA 22209. Or call 1-800-336-4590.
Ad Council
ESGR
EMPLOYER SUPPORT OF THE GUARD & RESERVE

You May Be Mustered

If You're Not a Unit Member

(just for a day)

The Army, in what is considered a historic move, is taking measures to remind each member of the Individual Ready Reserve (IRR)—Reservists not assigned to units—of his importance to the Total Army.

By conducting an initial "call-up" of more than 5,000 IRR soldiers in January and upwards of some 15,000 more later this year, the Army is checking on the soldiers in the IRR—pre-trained personnel that our nation needs for national security.

A muster is an assembly to conduct a role call, take care of administrative matters and provide instructions to our soldiers. The Army leadership must guarantee that every part of the Army is **ready** to respond when the nation believes it is needed for defense.

You may already have been notified by mail of your selection to participate in this first muster. If you do receive a letter or orders, follow the instructions.

The initial muster of 5,000 Reservists was mandated by Congress. Musters of the IRR will continue and increase in size.

The Army will provide a day's pay, a free meal (only for enlisted soldiers) and reimbursement for travel expenses to and from muster sites.

WHAT TAKES PLACE

What happens when you show up at the muster site?

You will have a chance to review and update your military service record. In addition, you will be given a full explanation of your benefits and training opportunities as an Individual Ready Reservist. And, you'll get the run-down on your military service obligation, how to extend your enlistment or how to re-enlist. You will be given information on the advantages of being a unit Reservist.

But, that's not all. During the muster your medical records will be updated and you'll be given a test to determine your proficiency in military skills. All of this will be accomplished in one day.

ACROSS THE COUNTRY

The initial muster will be conducted in 13 cities over four weekends in January.

Reservists will have the opportunity to choose either a Saturday or Sunday to participate, whichever is more convenient.

According to the latest word from Army Reserve officials, the muster will be held in the following cities: Tampa and Miami, Fla.; San Antonio, Texas; Denver,

Col. Ross G. Pickus, commander of the Army Reserve Personnel Center (ARPERCEN), talks with Individual Ready Reservists gathered in Kansas City in September 1985.

Minimusters

The Army Reserve Personnel Center (ARPERCEN) conducted three "mini" Individual Ready Reserve musters in September 1985, presaging the activities taking place in January 1986. Some 200 IRR soldiers gathered at three sites in Missouri and Tennessee.

"Muster" is a time-honored word for a gathering of troops. In the early days of our country each community had a militia, which would muster regularly, usually on the town green. The muster was a time to take role, to see to administrative details and to keep the troops informed.

Today members of Army Reserve units "muster" when they gather for monthly drills.

Now and in the future, members of the huge, non-unit part of the Army Reserve—the Individual Ready Reserve—will experience the muster tradition.

Colo.; Seattle, Wash.; Cincinnati, Ohio; Springfield, Mass.; Indianapolis, Ind.; Oakland, Calif.; Pittsburgh, Pa.; Charlotte, N.C.; New Haven, Conn.; and Phoenix, Ariz.

Why is the Army launching a new effort to contact soldiers belonging to the Individual Ready Reserve?

It's all part of the effort to improve readiness. In the event of mobilization, the IRR would be the Army's only source of pre-trained individual soldiers. It is this manpower that the Army would call up to fill vacancies in its ranks until new members could be brought on active duty, trained and sent to the field.

Most Individual Ready Reservists are former active service members assigned to the IRR until they fulfill their service obligation of six or eight years.

Conducting the first-ever peacetime musters will help the Army determine the adequacy of current call-up plans and procedures. The musters will also provide current information on the physical condition and military skill retention levels of Individual Ready Reservists.

The muster will help determine and evaluate the overall readiness of the Individual Ready Reserve and subsequently improve the readiness of the Total Army.

WHAT TO DO

If you're called for an IRR muster, there are two important things you need to do to prepare:

• Let your family know your plans and show them this article; your family needs to understand the purpose of the muster, and you should assure them there is no reason for alarm.

• Inform your employer about the requirement. Show your boss this article. You have a legal right to take time off from your job to participate in the muster, even if it falls on a workday. Your employer is invited to make a toll-free call to: (800) 336-4590 if he or she has any questions. That number rings at the National Committee for Employer Support of the Guard and Reserve, the Defense Department's official liaison agency with employers. The people at the Committee will be happy to explain an employer's or employee's rights and responsibilities.

You can use the following Muster toll-free number: 1-800-325-1874.

MOBILIZATION:

Mobilization is the act of expanding the armed forces for war or other emergencies. National resources are assembled, organized and brought to a state of readiness.

The resources include people, units, supplies and materiel (civilian and military).

Units and individuals of the Reserve Components of the military services are called up for periods of varying length.

HOW DO THINGS START?

The Secretary of Defense, with the advice and recommendation of the service secretaries and the Joint Chiefs of Staff, recommends to the President and the Congress the mobilization authority required to meet a situation—or in more formal terms, what's needed to support a contingency.

Generally, the size, or magnitude, of an emergency governs the level of mobilization.

As authorized by law or congressional resolution and/or when directed by the President, the Secretary of Defense mobilizes all or part of the armed forces.

PRESIDENTIAL CALL-UP

The President may increase the active forces by calling up units or individuals (such as Individual Mobilization Augmentees) of the Reserve Components to support a mission. By law, the President can activate up to 100,000 Reservists without a declaration of national emergency for a period not to exceed 90 days.

SELECTIVE MOBILIZATION

For a selective mobilization the Congress or the President may order expansion of the Active Army by mobilizing Reserve Component units or individuals to deal with a domestic emergency.

Reservists are activated to protect life, federal property or prevent disruption of government activities. A selective mobilization **isn't** related to a contingency plan involving outside, or external, threat to the U.S.

PARTIAL MOBILIZATION

For a contingency operation or war plan, or upon declaration of a national emergency by the President or Congress, the President may order the augmentation of the active armed forces by mobilizing up to one million Reservists (units or individuals—for instance, Individual Ready Reservists) for up to 24 months.

FULL MOBILIZATION

Full mobilization requires passage by Congress of a public law or joint resolu-

U.S. Air Force photo

The Types, The Phases

tion declaring war or national emergency.

It involves mobilizing all approved Reserve Component units and the materiel needed to support those units. This includes some units that are authorized but not manned or funded in peacetime.

TOTAL MOBILIZATION

Total mobilization also requires a congressional declaration and entails expanding the armed forces by organizing and activating units beyond the number contained in the "approved force structure."

All of the resources needed to keep expanding forces in business are marshalled. Included are factories, which gear up for wartime production.

FIVE PHASES: WHAT UNITS FACE

Phase 1—Preparatory

Alert, loading and movement plans are established as are checklists and mobilization plans at all levels of command. You're planning, training, getting ready and taking steps to reduce administrative burdens when the time comes.

Phase 2—Alert

Units are notified that they will be mobilized. They execute their alert plans. Some members are called to active duty to help get things ready.

Phase 3—Mobilization at Home Station

All members report for duty. Units prepare equipment for movement and begin administrative processing.

Phase 4—Movement to Mobilization Station.

Units leave their home stations and report to installations. There they continue administrative inprocessing, prepare to deploy or take on assigned (post) missions. (Those outfits not "deployed" are "employed.")

Phase 5—Operational Readiness Improvement

Training plans are carried out, and units are evaluated to determine how ready they are to go to war. Additional training is performed if required.

Equipment and personnel shortages are filled, administrative processing continues and deploying units are certified as "ready."

DEPLOYMENT

Units move to points of departure (ports, airfields) for overseas deployment.

for Individual Ready Reservists

What Mobilization Would Mean to YOU

If there's a one-word reason for the U.S. Army Reserve, it's MOBILIZATION. As you'll see in this issue (look at "MOBILIZATION: The Types, The Phases"), mobilization could affect people who are not unit members . . . for instance, members of the Individual Ready Reserve (IRR).

As every Reservist involved in a mobilization, each Individual Ready Reservist would need **information.** This is why we've written the following sketch of orders, travel warrants and other aspects of an event no one hopes will happen.

If you're an Individual Ready Reservists, keep reading.

ORDERS AND TRAVEL

What would happen if "the balloon" went up? How would you know that you were mobilized?

The folks at the Army Reserve Personnel Center (ARPERCEN) would provide you with a mobilization order via Western Union Mailgram. They'd also provide you with a Military Emergency Travel Warrant (METW). The order would tell you where and when to report; the METW would provide you with access to two kinds of commercial transportation to your mobilization at government expense. All you'd do is present the METW to a ticket agent with a copy of your orders and a form of personal identification.

The METW would allow you to switch the kind, or "mode" of transportation needed to get you to your destination. For example, you could discover that it would take bus **and** rail travel to reach your mobilization station. The METW is made so that the ticket agents at the bus and train stations could detach and fill in the appropriate sections (first carrier, second carrier). The parts of the METW used by the agents would then be forwarded to the government for reimbursement.

FACTS

When you received your mobilization order—and took your first, long breath—your mind would probably start bubbling with questions.

"What do I take? Should I bring money? Can I drive to where I'm ordered to go? What about my household goods?"

Let's talk about the paperwork first. You'd report with your mobilization order, of course. You'd also bring some form(s) of identification (with your picture, if possible; it's realized that not everyone would have a military ID).

You'd also want to show up with:

- your immunization record
- proof of marriage (certificate)
- physician's statement for children over 21 who are incapable of self support
- your children's birth certificates
- court orders governing legal custody (or guardianship), illegitimate children or child support
- recent 1" by 1½" photos for dependent ID cards—signatures of your dependents on the cards could be obtained by mail after you reported for duty

Photocopies of any of these documents would be acceptable. You'd want to make sure that a photocopy of your mobilization order remained with your dependents. The order would be the only document **they** could use to reach **you.**

YOUR FAMILY

No, your dependents would not be authorized to travel with you. You would not be allowed to ship your household goods to your mobilization station.

WHAT TO BRING

You would bring all your serviceable uniforms plus a few changes of underwear and toilet articles. You could not bring your car. The only Army Reservists who could bring their vehicles would be Individual Mobilization Augmentees and Retired Reservists.

PHYSICAL AND HARDSHIP PROBLEMS

You could be delayed or exempted only under conditions of extreme hardship or physical inability. The determination would be made **after** you reported as ordered. In the event that you were physically incapacitated to the extent that made reporting impossible, you would have to provide the mobilization station commander with medical documentation supporting your situation.

You'd get an advance partial payment soon after your arrival at your mobilization station. However, it would be wise to report with enough cash to cover expenses for several days.

What's the Story for
individual Mobilization Augmentees?

An Individual Mobilization Augmentation (IMA) soldier's situation would differ from that of an Individual Ready Reservist during a mobilization.

If you're an Individual Mobilization Augmentee . . . read on.

ORDERS

An IMA soldier already has orders, orders that say that the individual is assigned *for mobilization purposes* to a position in the Army, Department of Defense or other federal agency.

An IMA soldier would be notified of activation by the organization to which he or she is assigned . . . probably by phone. A Military Emergency Travel Warrant (METW) would not be issued—this means that the Individual Mobilization Augmentee would have to make his or her own way to the mobilization station.

Let's say you're an IMA soldier. You receive that fateful phone call from your agency. Your thoughts turn to your family, your household goods.

Here's the score: your dependents would not be authorized to travel with you, and you could not ship your household goods to your duty station. You could take your own car **unless** the organization to which you're assigned said you couldn't.

PAPERWORK

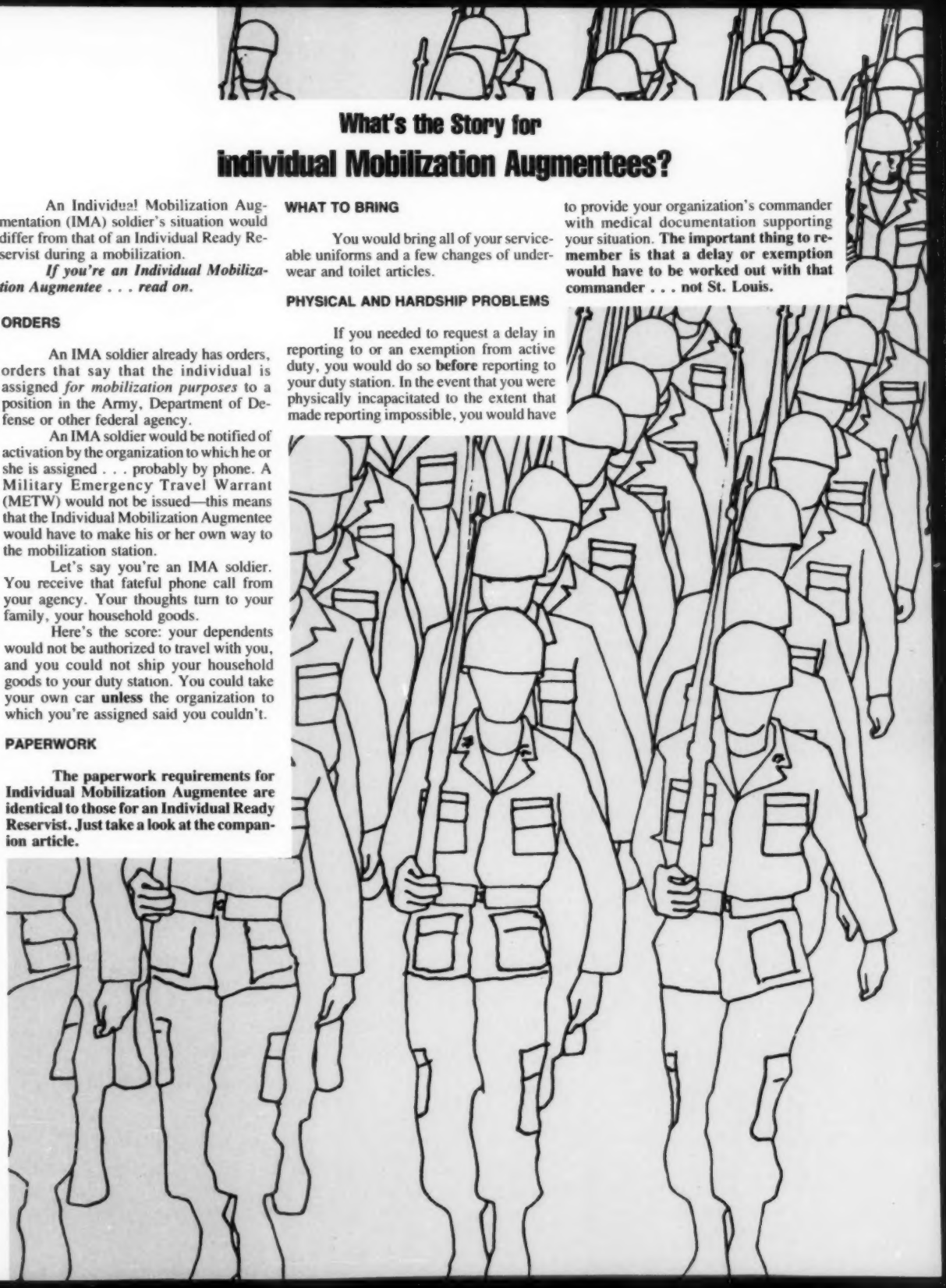
The paperwork requirements for Individual Mobilization Augmentee are identical to those for an Individual Ready Reservist. Just take a look at the companion article.

WHAT TO BRING

You would bring all of your serviceable uniforms and a few changes of underwear and toilet articles.

PHYSICAL AND HARDSHIP PROBLEMS

If you needed to request a delay in reporting to or an exemption from active duty, you would do so **before** reporting to your duty station. In the event that you were physically incapacitated to the extent that made reporting impossible, you would have to provide your organization's commander with medical documentation supporting your situation. **The important thing to remember is that a delay or exemption would have to be worked out with that commander . . . not St. Louis.**



Go For It!

The Sergeants Major Academy

Interested in going to the Army's top NCO school . . . the U.S. Army Sergeants Major Academy (USASMA)?

Here are some of the hows and whats of being a student in this prestigious program (whole completion can mean college credits).

THE COURSE

The USASMA (resident and non-resident) covers four basic areas: leadership, military studies, resource management and world studies. The idea is to help some of the Army's—and Army Reserve's—best qualified NCOs understand better what makes the Army tick; ultimately, students are better able to manage people and material in war.

The resident course, taught at the Academy at Fort Bliss, Texas, lasts six months. The non-resident, correspondence studies program has to be finished within two years after enrollment. Correspondence students complete the first four phases through the mail. The final, fifth phase of the course is taken in residence at the Academy.

Department of the Army boards nominate students (based on records' review) and, believe it, the competition is tough. Those who are not selected for the resident course are considered automatically for the correspondence studies program.

ELIGIBILITY

For the resident course, one must:

- be an active member of the USAR
- be an E-8 or E-9. An E-7 on a valid E-8 promotion list may apply—but the E-7 must be promoted to E-8 before the class starts
- have completed not more than 23 years of service (this can be waived up to 27 years if the individual will have two remaining service years upon course completion)
- possess at least a "Secret" security clearance
- not be a graduate of the course or enrolled in the non-resident version
- not have applied for retirement or transfer to the Retired Reserve

The Sergeants Major Academy's symbol.

- have at least 19 months of service remaining after course completion. Those not meeting this requirement must extend or reenlist before starting the course.

For the correspondence studies program one must:

- be an active member of the USAR
- Be an E-8 or E-9. An E-7 on a valid E-8 promotion list may apply—but the E-7 must be promoted to E-8 by the time the two-week final phase starts (residence).
- have completed not more than 23 years of service (this can be waived up to 27 years if the individual will have two remaining service years upon course completion)
- not have previously declined attendance at the residence USASMA course
- not have applied for retirement or transfer to the Retired Reserve

APPLICATIONS

Applications include:

- a letter of application
- DA Form 45, correspondence studies program only
- a copy of DA Form 2 and 2-1. Note that, for Individual Ready Reserve (IRR) soldiers and Individual Mobilization Augmentees (IMAs), the Enlisted Record Brief (ERB) will be added to the application package at the Army Reserve Personnel Center (ARPERCEN).
- a current, full-length, official military photo. Height and weight measurements, and the date the measurements were taken, must be indicated on the back. IRR and IMA soldiers may substitute a recent full-length photo or snapshot for an official photo; however, the picture must show a soldier wearing a complete Army Green Uniform against a light background. The photo must be at least 3½ inches by 3½ inches, and not larger than 5 inches by 8 inches. An applicant's name, social security number, Primary Occupational Specialty, height, weight—and the date height and weight measurements were taken—must be indicated on the back. So, too, must the date the photo was taken. And, the applicant must sign the reverse side, verifying the information. One way or another each applicant must provide a photo.
- copies of one's last five Enlisted Efficiency Reports.
- certification of a "pinch test" in the case where an applicant's weight exceeds the Army's height/weight standards.

An NCO applying for the resident course must complete DA Form 1058, indicating the first and second choice of class dates and a (signed) employer release statement.

It is preferable for an applicant to have his or her command sergeant major's recommendation with the commander's recommendation.

PAPERWORK

You can get the documents needed to complete an application from the following sources:

- your commander or technician, if you're a unit member
- your servicing military personnel office, if you're an AGR soldier. If you find that the documents you need are not in your military personnel records jacket (MPRJ), then contact your career advisor in the Full-time Management Support Directorate at

NCO Education Is Now REQUIRED

Have you heard that military education for Army Reserve NCOs exists? Do you know that, if you're an NCO assigned to a Reserve Troop Program Unit (TPU), you can't be considered for promotion unless you complete a certain education level?

The formal name for this education is the Noncommissioned Officers Education System, or NCOES. Its courses can be taken at individual service schools, USAR Schools and Noncommissioned Officer Academies. And, NCOES can be taken by correspondence. More on that below.

The reason for NCOES is mobilization. If you're an NCO—or plan to be one—and the "balloon" went up, you'd *want* to have the military skills, the leadership traits necessary to *lead troops*. NCOES helps provide those skills and traits.

HOW IT'S PUT TOGETHER

There are four steps, or levels, of NCOES: primary, basic, advance and senior. They begin where initial entry training (IET) and unit on-the-job training leave off. Each (progressive) level is designed to prepare you for duty positions at the next higher grade.

The primary level is intended help get soldiers ready for E-5 jobs. Called the Primary Leadership Development Course (RC-Reserve Component), the schooling can be handled in a couple of ways. One can attend PLDC classes for two weeks during Annual Training or Active Duty for Training. Or, PLDC can be taken in two phases. The first phase involves three drill weekends (in other words, Inactive Duty training, or IDT) in class. The second phase is taken during Annual Training.

The Basic Noncommissioned Officer Course (BNCOC) is the next NCOES level, set up to help E-5s assume E-6 positions . . . squad section leaders, section leaders, weapons and equipment experts, folks who would lead and train soldiers in combat.

The BNCOC can be taken through USAR schools or Army National Guard NCO Academies. It is also offered by the Active Army, at Active Army installations; this resident version runs about four weeks.

Next comes the **advance level**, designed to train E-6s to be E-7s . . . leaders at the platoon or comparable level. The emphasis is on technical proficiency in each Military Occupational Specialty (MOS), "advanced" leadership skills and military subjects. Several options are available to complete the advance level.

The **senior level** is made up of the Senior NCO Course (SNCOC), the First Sergeant Course (RC), the U.S. Army Sergeants Major Academy (USASMA) Resident/Non-resident Course and the (resident) USASMA First Sergeant Course.

The SNCOC and the First Sergeant Course (RC) can be completed through USAR schools. You can apply for these two courses offered by USAR Schools through your chain of command; that is, if you're assigned to a Reserve Troop Program Unit or you're an Active Guard/Reserve participant, use the chain. If you're an Individual Mobilization Augmentation (IMA) or Individual Ready Reserve (IRR) solider, your application should go directly to: Commander, U.S. Army Reserve Personnel Center (ARPERCEN), ATTN: DARP-EP, 9700 Page Blvd., St. Louis, Mo., 63132.

The Resident First Sergeant Course, taught at the Academy, lasts eight weeks. And, it's extremely competitive; only 22 Army Reserve seats are available each year.

In the accompanying article, we've laid out application procedures for the Sergeants Major Academy courses.

OPTIONS

A word about resident training. Most of the resident courses are taught at one location. Depending on the course, some or all of the instruction involves field training.

You've seen "non-resident" used here. This means correspondence, a handy way to tackle parts of NCOES if you can't get away for resident schooling.

ENROLLMENT

If you're an Army Reserve unit member, the way to get NCOES started is to see your training section or first sergeant. If you're an Individual Ready Reservist, Individual Mobilization Augmentee or AGR participant, your point of contact is your career advisor at ARPERCEN.

Again, unit soldiers have to complete a certain NCOES level before being *considered* for promotion. For example, an E-6 assigned to any Army Reserve unit can't think about being an E-7 without the advance level under his (or her) belt.

Even if you're not a unit member, taking advantage of what NCOES offers can improve your promotion chances; promotion authorities *are* impressed by those who make use of the opportunities.

ARPERCEN. The toll-free number is: 1-800-325-4118/4119; the AUTOVON number is: 693-7424. If you live in Missouri, dial (collect): (314) 263-7424.

- your career advisor in the Enlisted Personnel Management Directorate at ARPERCEN, if you're an IRR or IMA soldier.

WHERE TO SEND APPLICATIONS

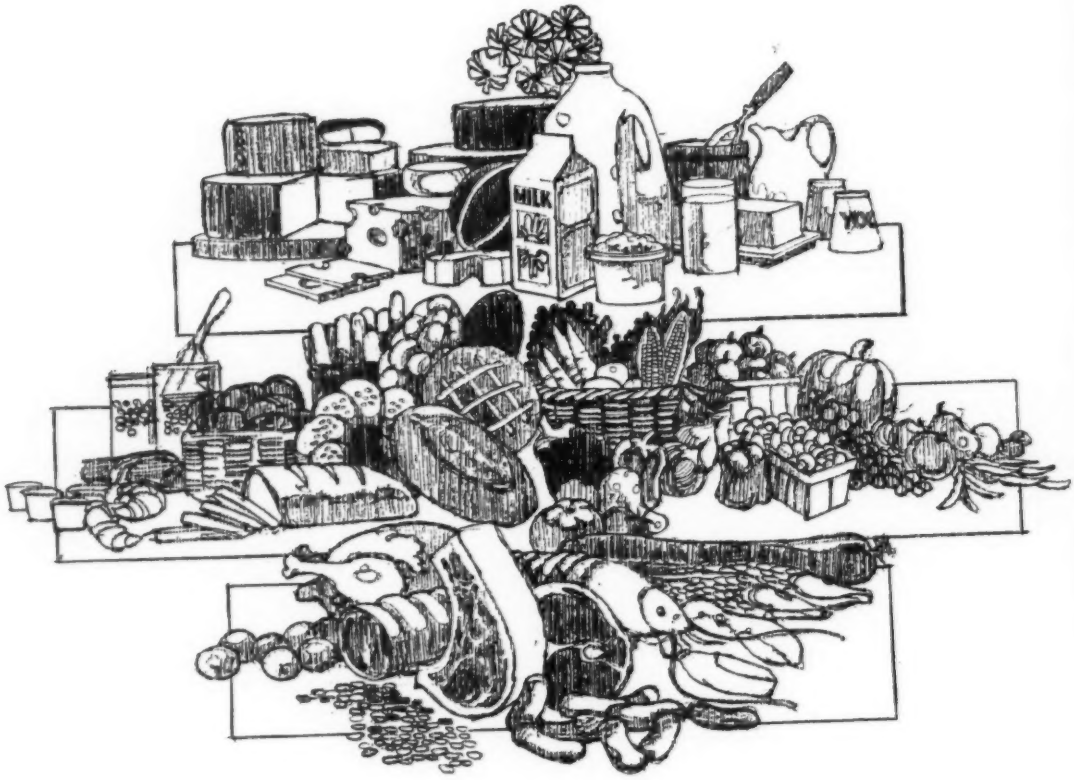
An application from a unit member is sent through command channels to: Commander, ARPERCEN, ATTN: DARP-EPO-T, 9700 Page Blvd., St. Louis, Mo. 63132. That sent from an IRR or IMA soldier should go straight to the same address.

When are applications due? No later than July 15, 1986.

SELECTION

A Department of the Army board will sit down with all of the applications, and nominate Academy students from the Army Reserve. Those unit members selected will be notified through command channels. IRR, IMA and AGR soldiers selected will be notified directly by ARPERCEN. So will applicants not selected for the USASMA.

Again, competition is tough. Not being selected doesn't mean that a Reservist cannot apply in the future.



Eat Well, Live Well

The Army makes a fuss over fitness for good reason: mobilization. Flabby soldiers, including flabby Army Reserve soldiers, would not do their best in emergency.

More and more individuals are making a fuss over fitness, realizing that being unfit means more than looking lumpy; being out of shape means toying with one's health, one's life.

Even young adults can be ravaged by heart and lung diseases — the results of bad habits. If you're approaching 30, dine on this cheery thought: American men 35-64 die of heart attacks at the rate of 400 per 100,000 each year. For Japanese men that number is 80 per 100,000. (In the U.S., about 40 percent of the calories consumed is fats. In Japan, the figure is roughly 14 percent.)

HABITS

The stuff people put in their mouths

cheeseburgers and cigarettes lead to heart disease, strokes and cancer

is the biggest cause of heart attacks, strokes and cancer: cheeseburgers and cigarettes.

That's why we've asked the Army's Surgeon General to share some tips on the right habits — specifically, the right eating habits.

VARIETY

A well-balanced diet supplies the material upon which a healthy body is maintained. The way to insure an adequate intake of all the vitamins and minerals is to eat a variety of foods, including dairy products, poultry, fish, beans, legumes, whole grains, vegetables and fruits.

A good way to cut down on calories is to reduce the amount of sugar and fat in your diet. A 12-ounce can of soft drink contains about 10 teaspoons of sugar; the sugar found in 365 cans (one can a day for a year) is equal, in calories, to 32 pounds.

FAT

You can keep healthy by maintaining proper levels of fat. The desired level for men are between 10 and 15 percent. For women the levels are between 17 and 25 percent. If your body fat levels are excessive you should increase your exercise and reduce the number of calories you eat. This should result in the loss of body fat without the loss of muscle tissue. Healthy weight loss after the first week should be roughly one or two pounds a week.

If you substitute two glasses of skim milk for two glasses every day for a year, you would decrease your fat intake to make a difference of 17 pounds. However, you won't lose any protein, vitamins or minerals. Incidentally, vitamin and mineral intake exceeding the Recommended Daily Allowance (RDA) is *not* necessary — even when participating in a physical fitness program.

Fasting and crash diets actually do harm. They result in the loss of muscle tissue, electrolyte (chemical) imbalance, arrhythmia (variations in the normal heart rhythm), dizziness and possible death.

FACT AND FICTION

• **It is a fact that being overweight is related to heart disease.** The more overweight you are, the greater is your risk of coronary heart disease.

• **It is a fiction that you have to give up snacks to lose weight.** In fact, nutritious, low-calorie snacks can help you lose weight by keeping your appetite under control throughout the day What matters is the total amount of food (and calories) you consume each day — not the time of day you eat it.

• **It is a fact that you can eat bread and potatoes on a weight reduction diet.** They're not high in calories if eaten without "extras." And, they are a good source of essential vitamins, minerals and carbohydrates. Here's how the "extras" add up:

70 calories — one slice of bread
105 calories — bread with one pat of butter or margarine
105 calories — one medium baked potato
190 calories — potatoe with one pat of butter and two tablespoons of sour cream

• **It is a fact that skinny children will not necessarily become skinny adults.** Active, growing children do burn a lot of calories. But, if you encourage a sweet tooth or a taste for fatty food, your children are more likely to become overweight adults.

• **It is fiction that exercise will make you overeat.** Regular exercise actually helps you control your appetite (and helps tone muscles, improve circulation and strengthen your heart).

• **It is a fact that fats have more calories — twice as many calories — as protein and carbohydrates.** The approximate numbers are:

225 calories — one ounce of fat
113 calories — one ounce of protein
113 calories — one ounce of carbohydrates

• **It is fiction that all fats are alike.** Different fats affect your blood cholestorol level in different ways. Fats from animals (saturated fats) raise your blood cholosterol level. Fats from vegetables (polyunsaturated fats) lower your blood cholosterol.

• **It is a fact that Americans eat more protein than they need — especially protein from meat.** This is expensive, unnecessary and may be harmful. Why? Proteins from animal fat products are high in saturated fat. It's healthy to replace some animal protein with plant protein food like bread, potatoes, rice, spaghetti, noodles, cereal and other grain products.

• **It is fact that the fat in chicken is mainly in the skin.** Chicken skin is about 17 percent fat (by weight). Dark chicken meat is about six percent fat, and white meat is only three percent. If you're watching how much fat you're eating, it's a good idea to remove the skin before cooking.

• **It is fiction that you should eat red meat every day.** Although red meat is high in protein, it can also be high in fat. Chicken, fish, lowfat dairy products and dried beans are also high in protein and lower in fat.

• It is fact that vegetarians who balance what they eat can be just as healthy people who eat meat. In fact, some studies show that, compared to people who eat the usual American diet, vegetarians do not suffer as much high blood pressure and coronary heart disease.

Army choppers cruise near the pyramids at Giza, Egypt.

U.S. Army photos by Dennis McDonough

Middle East

The USAR Goes to Bright Star

By Pete Shugert

For some 1459 Reservists, it was a hot summer in a dusty desert thousands of miles away from home. This year's annual training took them to the Sahara desert where, at times, the coolest spot to be found was in the shadow of the colossal pyramids.

These citizen soldiers were there as part of a joint service exercise dubbed Bright Star 85, joining more than 7,500 soldiers from all the U.S. services in the countries of Egypt, Somalia and Jordan.

This was the third Bright Star exercise—it's held every two years—where U.S. and Egyptian forces engage in combined land, naval andair training. But, this was the first time that military planners tapped Army Reservists (other than those assigned to Headquarters, Third Army) to play a key role in promoting stability in that strategic region.

JOINT SERVICE

The military agency directing the U.S. portion of the exercise was U.S. Central Command (CENTCOM).

CENTCOM is a joint service command which controls the rapid deployment force, which, in turn, is charged with protecting U.S. interEsts within the 19-nation area encompassing Southwest Asia, the Persian Gulf and Northeast Africa. The headquarters for the Army component of CENTCOM is Third U.S. Army, known before as RDF-A or Rapid Deployment Force-Army. Nearly 60 percent of the soldiers assigned to Third U.S. Army are Reservists, the remainder are Active Army troops. Third Army has command responsibility for all the Army ground forces assigned to CENTCOM, including such Active Army forces as the XVIII Airborne Corps; Headquarters, 82nd and 101st Airborne Divisions; and the 24th Infantry Division. Ironically, Third Army, a command, chiefly composed of Reservists, is responsible for directing the missions of Active Army forces of CENTCOM.

Sixty-one USAR units participated in Bright Star 85. Army Reserve outfits ran the gamut, from the tiny 428th Chemical Detachment to the 377th Theater Army Area Command (TAACOM); from aviation, engineering, military police, transportation and quartermaster units to medical and signal companies; from adjutant general and chemical detachments to public affairs and civil affairs units.

The Army Reserve unit with the largest slice of the pie was the 377th TAACOM. The 337th managed the support activities of 30 subordinate units and operated Tactical Field Exchanges during Bright Star. A smaller unit, the 305th Signal Company, took particular pride in setting up a 500-mile communications link-up. Army Reservists operated a medical support headquarters jointly with the Air Force and conducted a mock mass casualty evacuation.

NO REST

Aside from their usual tasks of patrol, escort, and guard duties, Army Reserve military police conducted customs inspections. For Reservists of the 372nd Military Police Company it was a grueling challenge. After taking a 20-hour bus ride from their home station, they caught a plane for a 16-hour flight to Cairo. Upon arrival they were put to work inspecting the baggage of soliders who were returning to the U.S. on the very plane on which the MPs had just arrived.

Reservists from the 341st Medical Group "evacuate" a mock casualty during the desert exercise.

Other major USAR organizations at Bright Star were: the 143rd Transportation Brigade, 220th MP Brigade, 318th Transportation Agency, 341st Medical Group, 352nd Civil Affairs Command and 416th Engineer Command.

One hundred and five-degree air temperature didn't stop the 916th Engineer Detachment from pulling 12-hour shifts to drill a 1,035-foot-deep water well through the sand; the surface temperature was even hotter, registering 135 degrees.

Nor did the swirling sand or dust deter the 327th Aviation Company from flying its helicopters to wherever the aircraft were needed.

Reporting on the myriad of activities was the 326th Public Affairs Detachment, which published a command information newsletter three times a week.

WORKING TOGETHER

The contributions of the unit Reservists drew high marks. "Their performance," said Third U.S. Army Commander, Lt. Gen. Theodore Jenes, Jr., "can certainly be rated no less than outstanding . . . and attests to the ability of Reserve and Active Components to be integrated into the total force and perform in a successful manner."

Indeed, General Robert C. Kingston, Commander in Chief of CENTCOM, hailed Bright Star 85 as "one of the most ambitious and successful of all joint exercises," and "the most successful of this exercise series."

What role will the Army Reserve play in future Bright Stars or CENTCOM exercises? The answer: "It is part of our progressive goal," say Third Army officials, "to include more and more Reserve Component units in the joint exercise program. Bright Star 85 has demonstrated that the Total Army policy is working."

Honduran civilians wait at the gate of Palmerola Air Base to be seen by U.S. Army health care professeionals.

Honduras:

Reservists Practice Medicine in the Third World

by Maj. Bob Pratt

It is the children of Concepcion de Guasista who first hear the distant, unmistakable banging of the Chinook. Excited, the small fry sprint to an open, green area where hundreds of village residents soon gather. Dozens of burros, horses and dogs scatter in all directions, frightened by the increasing noise.

The U.S. Army chopper, a CH-47, quickly descends through the clouds that cling to the nearby, lush mountain peaks, and settles.

As the rear ramp of the giant machine opens, Army Reserve and Active Army medical professionals and specialists emerge. Their task is to conduct a clinic in this remote settlement in southeastern Honduras, a place to which ground transportation is impossible and in which the arrival of a U.S. military medical team is a welcome event.

For 30 Reservists, spending Annual Training in Central America was a rare opportunity to learn something of third world health care, work where English isn't spoken and rely on basic clinical skills outside a hospital.

Most are members of the USAR's 44th Evacuation Hospital, which is headquartered in Oklahoma City, and its Fort Bliss-based detachment. The others are assigned to dental detachments, the 337th (New Orleans), and 565th (Mesquite, Texas). All volunteered for the two weeks of Honduran duty. Virtually all pursue medical careers as civilians.

Being exposed to field, tropical medicine was the group's mission, achieved by supporting the operations of the (Active) U.S. Army Medical Element at Palmerola Air Base, the Honduran facility where the Reservists were quartered.

The Element, in effect a field hospital, cares for all U.S. forces stationed in or involved in exercises in Honduras.

CIVILIAN CARE

Fully integrated into the Element's routine, the Reserve doctors, nurses, dentists, and specialists pulled 'round-the-clock shifts, contending with the inevitable rush and trickle of military patients.

However, much of the Element's business comes from Honduran civilians.

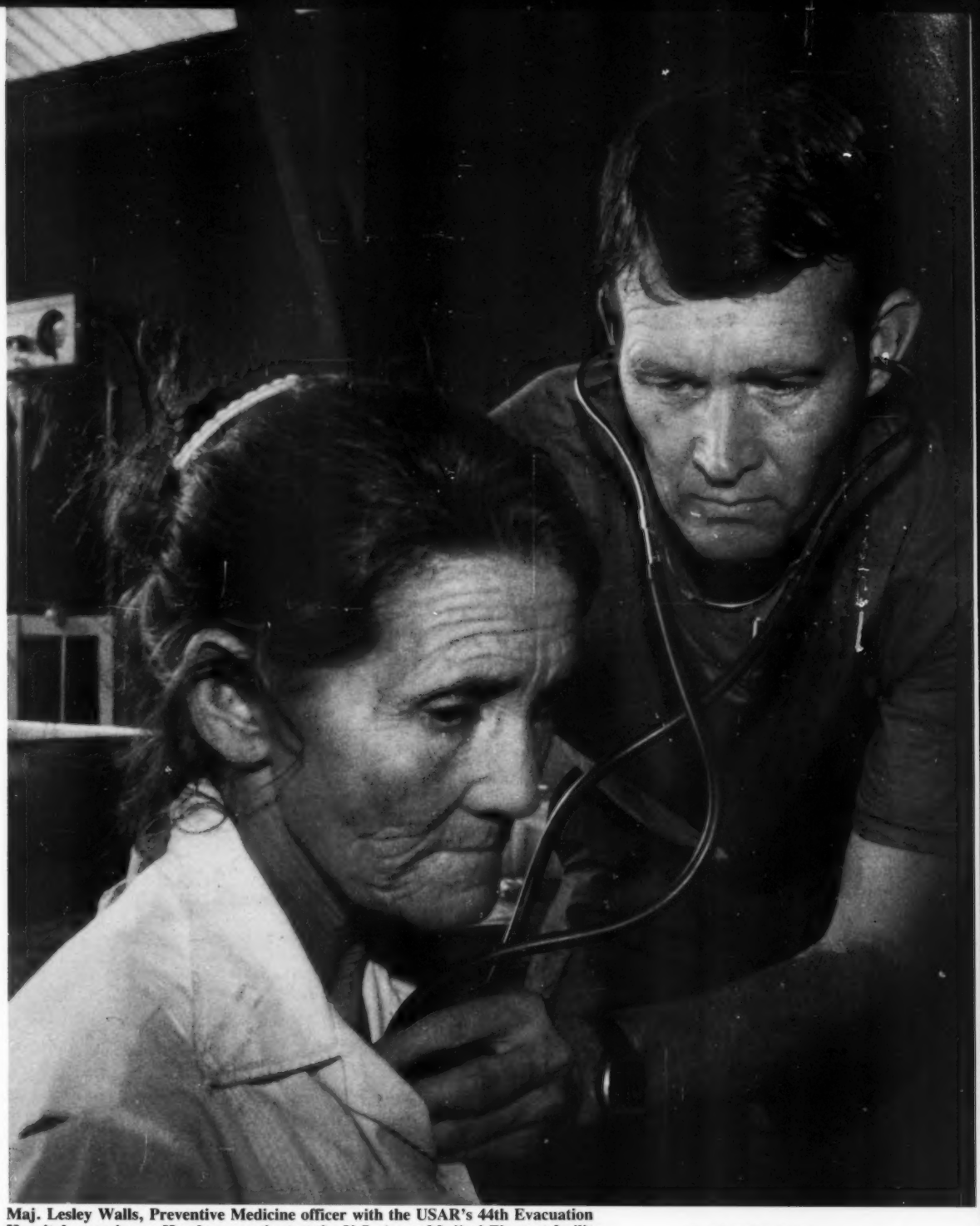
Honduras is a desperately poor country, the poorest in Central America. The average yearly income is a little less than $600. Forty eight percent of the population is less than 15 years of age, and 40 percent of the deaths involve children under five. Adults die in their 40s and 50s. The figures reflect the U.S. mortality rate—in 1890. Most Hondurans never experience modern medical care.

Two days a week, people from surrounding areas come to Palmerola to be examined and treated by Element staffers.

"It's incredible. I've never seen the stuff these people have," remarked Capt. Robert Terrell after one "Honduran Day."

Terrell and other USAR physicians encountered problems never or seldom seen by many doctors in the States . . . worms,

continued



Maj. Lesley Walls, Preventive Medicine officer with the USAR's 44th Evacuation Hospital, examines a Honduran patient at the U.S. Army Medical Element facility. Basic clinical skills are required in Honduras; U.S. military doctors haven't the luxury of highly sophisticated labs and equipment.

Photo by Andrew Selsky

Spec. 4 Peter Cacho, a Medical Specialist assigned to the 44th Evacuation Hospital, sees to an eye injury suffered by Pvt. James Bauer, an Active Army soldier stationed in Honduras. The Army facility where Cacho and other Reservists pull duty provides health care for U.S. military personnel stationed or involved in exercises in Honduras.

Photo by Andrew Selsky

gastro-intestinal difficulties, upper respiratory and skin infections, anemia, malnutrition. The products of poverty.

The care given by the Element can't be of the highly sophisticated sort provided by a large, fully-equipped U.S. metropolitan hospital. But what's done is important nevertheless, particularly for people who have so little.

OFF POST

Element teams regularly go to remote spots like Concepcion de Guasista. Clinics, usually one-day affairs, are called MEDRETEs, for Medical Readiness Training Exercises. During their stint in Honduras, Reservists were the majority of MEDRETE team members.

A MEDRETE visit is arranged a couple of weeks in advance with a villager recognized as being "in charge." A determination is made about how best to accommodate and control what amounts to a townful of patients. Security is looked at.

As soon as the team touches down in Concepcion de Guasista, villagers help haul containers of medical supplies from the helicopter to a close-by escuela, or school. There, a makeshift examination room, dental treatment area and pharmacy are quickly set up.

Then lines of villagers form. Some are steered to the exam room, other to the dentist.

Several of the Reserve physicians and specialists speak Spanish, a blessing when it comes to questioning patients. Hearbeats and breathing are heard, and eyes, ears and throats are inspected; doctors have to depend on simple clinical techniques where labs and X-ray equipment don't exist.

Col. Robert Whang, one of the doctors, is amazed by his patients' cooperation. "It strikes me that it is a real vote of confidence that these people trust their health to us, to foreigners."

At the dentist's "office"—an open-air porch—an enormous number of teeth are pulled. Extraction is about all that can be done where dental care doesn't exist.

Outside, a medical lab specialist gives out more than 600 doses of deworming medicine. And, all the animals are given a deworming liquid, along with rabies shots.

In many cases, patients are directed from the exam room to the pharmacy, where prescriptions are filled. Some of the drugs given to villagers are over-the-counter items, and every drug handed out can be obtained in Honduras.

Throughout the day, people receiving treatment are gently herded into one of the escuela's classrooms for the most important part of the MEDRETE—preventive medicine classes. This is where, the experts say, the clinics stand a chance of doing long-term good.

Pure water is tough to find in this country, and modern sewage treatment is largely unknown. So, villagers are taught about hygiene and the importance of boiling drinking water. Honduras eat a small number of foods, and protein is limited. Classes include instructions on how to balance those foods. The birth rate is high and mothers are young. Infant care is stressed.

For (doctor) Capt. Gilbert Handal, a native of Chile, the innocent stares of Honduran children have special meaning.

"We're just scratching the surface here. Look at those bloated bellies on the kids. That's malnutrition and poverty is at the root. I've seen this before, and it breaks my heart."

GOING HOME

The lines of patients disappear, and, late in the afternoon, the medical gear is packed up.

Suddenly, tens of kids shriek with delight. Handal has scrounged a rubber ball and kicked it into the open area, starting an impromptu soccer "match." He's immediately surrounded by a running, giggling swarm.

However, the fun soon ends, as the Chinook returns to take the Americans back to Palmerola.

The turbines' roar makes hearing "adios" and "gracias" impossible. But, the words are on everyone's mind.

* * *

Col. Whang, the officer in charge of the Reserve contingent, spoke to this writer the week following the group's return to the States (by Air Force C-130).

"When we got off the plane in Oklahoma, we were asked, "Who wants to go back?' Everybody raised a hand. Some raised two hands."

A townful of patients in remote Concepcion de Guasista gather for treatment by Army Reserve and Active Army medical professionals.

U.S. Army photo by Bob Pratt

Staff Sgt. James Okey, Medical Lab Specialist, administers doses of deworming medicine to residents of Concepion de Guasista. Gastrointestinal problems are common in Honduras; hygiene is lacking.

U.S. Army photo by Bob Pratt

Maj. Robert Norton, assigned to the 44th's Fort Bliss-based detachment, pinch hits as a vet, innoculating animals for rabies. Animals are an important part of Honduran village economy.

U.S. Army photo by Bob Pratt

Backgrounder

Individuals and units of the Army Reserve are training in several Latin American nations. They gain at least two benefits from the experience:

- Units, in packing up and going overseas, get to practice some of the steps they would have to take in a mobilization.
- Everybody gets a taste of the third world; Reservists could serve in the third world in an emergency.

Take, for example, military medidine. There's a big difference between practiticing medicine in warm, tropical Mississippi and warm, tropical, mountainous, malarial, Spanish-speaking Central America.

U.S. PRESENCE

The United States provides both security (military) and economic assistance to the governments of Ecuador, Panama, Costa Rica and Honduras. The larger amount, about 80 percent , is economic aid.

How to Be a Warrant

by Maj. Art House

The Army warrant officer is a special breed of cat. If you are a qualified Army Reserve enlisted soldier in a skill area that relates to one of many warrant officer career fields, you just might want to look into becoming one.

So, what's a warrant officer? They are officers in the truest sense; they lead, manage and supervise (in rare instances, they can also command), and they train and evaluate subordinates. In rank and procedure, warrants come between the enlisted and commissioned officer grades. Warrant officers rank higher than sergeants major, lower than second lieutenants. Like other officers, they rate a salute.

SPECIALISTS

But, what makes Army warrant officers special is just that; they are **specialists,** trained in one highly technical skill, and placed repeatedly in assignments within that single specialty. On the other hand, commissioned officers—lieutenants, captains, majors, colonels and generals—are expected to be generalists, trained in a broad range of career experiences, and placed in a variety of different assignments.

There are four grades of warrant officers: Warrant Officer 1, (addressed as "Warrant Officer"); and Chief Warrant Officer grades 2, 3 and 4 (addressed as "Chief Warrant Officer," or, more informally, as "Chief"). All grades of warrant officers are, also, routinely addressed as "Mr.," "Mrs.," or "Ms."

Warrant officer positions are available in a wide variety of career areas, including:

- Administration and Graphics, which includes club management, personnel and administration
- Communications and electronics
- Criminal investigation
- Legal administration

Medical technology

- Mechanical maintenance
- Supply
- Weapons and utilities maintenance, which also includes survey, terrain and topographic work

If you think you'd be interested in increased responsibility, pay and stature that comes with being a warrant officer, here's what you need to do:

- **If you're a unit member,** have a chat with your unit personnel officer or NCO. The rules and requirements for warrant officer applications are changing from those specified in the current bible on the subject, AR 135-100, and the final arrangements were not locked in concrete at Army Reserve Magazine's press time. You will have to put together an application packet which will be forwarded up the chain of command for consideration. We'll have more details in future issues.

- **If you're an Individual Ready Reservist, Individual** Mobilization Augmentee or Active Guard/Reserve (AGR) program participant, make a toll-free call to the enlisted personnel management folks at the Army Reserve Personnel Center (ARPERCEN) in St. Louis. Their number is: (800) 325-1876. ARPERCEN will act on your application.

Once your packet is approved, you attend a warrant officer entry course. The course is **mandatory** for each applicant regardless of your career field. There are two versions of the course:

- The resident course runs six weeks and four days, and is conducted—depending on what field you're training for—at Aberdeen Proving Ground, Md., Fort Rucker, Ala., or Fort Sill, Okla.

- There is a resident/non-resident Warrant Officer Entry Course (Reserve Components) that consists of two phases: a 135-hour correspondence course phase, followed by a two-week resident phase conducted at the Army Reserve Readiness Training Center at Fort McCoy, Wis.

When you complete either version of the entry course, you'll then go on to attend a Warrant Officer Technical Certification Course. There you'll be trained in the specialty for which you've applied.

When you enter warrant officer training, you become a warrant officer candidate. Warrant officer candidates have their own distinctive uniform insignia which replaces your enlisted stripes and brass for the duration of the training period.

When you seccessfully complete the training, you become a warrant officer, ready to begin a new, more demanding, more rewarding portion of your Army Reserve career.

Talk to your personnel NCO—at your unit or in St. Louis—about the possibilities.

There's one special type of warrant officer we haven't talked about—the Army aviator. Rules for selection of aviator warrants are somewhat different, and, of course, you can't learn to fly by taking a correspondence course. We'll cover the aviation warrant story in some detail in the next Army Reserve Magazine.

This Is Our Story

Surgeons attend to shrapnel wounds at Base Hospital No. 6, Sebastopol, France, May 1918. More than 15,000 members of the Enlisted Reserve Corps served in medical units during World War I, and medical officers of the Officer's Reserve Corps numbered 29,299 on November 11, 1918. The number of Regular Army medical officers on that date was 920.

Photo courtesy National Archives

The Army Reserve traces its heritage to the New England colonial militias of the 17th and 18th centuries. But, legally, we are a child of the 20th century.

This is our story.

Austerity to Booming Growth: A History of the Army Reserve.

At the turn of the twentieth century, rapidly improving technology, transportation and communications spurred the world's military powers to rethink the ways that their armies were raised, equipped, trained and organized.

From the final defeat of Napoleon in 1815 until the outbreak of the Franco-Prussian war in 1870, land warfare had been a relatively minor concern of the Western powers. Small professional armies had been sufficient to resolve the few conflicts that broke out on the European continent. And when troubles arose overseas, the great powers dispatched small regular detachments to campaign alongside temporary, locally-raised colonial volunteers.

The United States' isolation from 19th century international politics permitted it to follow the European military pattern. The regular U.S. Army remained small, the nation depending upon temporary volunteer forces to reinforce it during the Mexican War (1848), the Civil War (1861-65), and — to a limited extent — the Spanish-American War (1898).

But, by the turn of the century, new technology was changing everything. Awesome improvement in the destructiveness of weapons was one change — among many — that prompted new military planning worldwide.

At the same time, the American victory over Spain produced an instant colonial empire. Possession of these new and far-flung territories made America a world power overnight, dooming forever the long luxury of its self-imposed quarantine from world affairs. New thinking about military matters was imperative.

Taking the lead in proposing changes to the Army — including making citizen volunteers an essential element of it — was Elihu Root, the Secretary of War at the turn of the century. Root proposed or supported numerous pieces of legislation to expand the Army. Included in these was the Dick Act of 1903, which formalized federal involvement in the training of the National Guard. The Act was the first in a series of bills, culminating in 1920, that laid the groundwork for today's Army National Guard and Army Reserve.

THE RESERVE'S BEGINNING..

Root's ideas for a broad-based federal Reserve force began to take form in 1908, with the establishment of the Medical Reserve Corps. This first federal Reserve was made up of physicians who could be ordered to active duty by the Secretary of War during time of emergency. Within a year, more than 360 doctors had been commissioned in the Corps; by 1916, their numbers had grown to more than 1,900.

Another reform in the early years of the century was the creation, in 1903, of an Army General Staff. In its General Staff, the Army was for the first time able to provide a focal point for military planning and policy making. To this fertile new ground came John McAuley Palmer, a military officer whose proposals were to profoundly shape — like Root's — the future of the Army Reserve.

Palmer reported to the General Staff in 1911, where the task of proposing a major reorganization of the land forces was assigned him.

Palmer believed that the nation's long dependence on a small regular force, momentarily multiplied by untrained masses of emergency volunteers, must end. Instead, he insisted, the United States must reinforce its regulars with a force of **trained** citizen-soldiers.

Palmer believed that the nation could not afford the cost of a standing Army large enough to fight a modern war. And, he believed, neither could it afford the time required to train hordes of hastily-summoned amateurs once war broke out.

Palmer's thoughts coincided with those of the Army Chief of Staff, General Leonard Wood. When Palmer was ready to present his proposal, he joined Wood and Secretary of War Henry L. Stimson on a lengthy train ride from Washington to Fort Leavenworth, Kan. As the train wound its way west, Palmer discussed his vision at length with Wood and Stimson. By the end of the trip, the three men had agreed on the basics of the plan, and American military policy was forever altered.

The work of Palmer, Wood and Stimson bore fruit. In 1912 the Congress passed legislation creating an enlisted Army Reserve, and in 1916 — with the Great War in Europe on everyone's mind — came the National Defense Act, which completely reorganized the War Department. It revitalized the National Guard, created the Officers' and Enlisted Reserve Corps, and established the modern Reserve Officers Training Corps.

More than 160,000 Reservists served on active duty during the United States' involvement in World War I. When the war was over, planners envisioned a Reserve force of 33 divisions.

But, it was not to be. During the period between the wars, the Reserve divisions were never given resources; only some of them were even assigned small Reserve officer cadres. There was no pay for unit drill, no retirement plan. Hardly any enlisted men served.

THE DEPRESSION

During the 1930s, with the national economy in tatters, training became even more scarce. No year in that decade saw more than 30 percent of Reserve officers undergo Annual Training; in 1934, only 14 percent did so.

Despite the lack of training and incentives, new officers were commissioned into the Reserve through ROTC and Citizens Military Training Camps. The latter provided summer training to volunteers at designated Army installations; young men who successfully completed four summers' CMTC training and a battery of correspondence courses could apply for Reserve commissions.

The Reserve's major accomplishment during the depression was its involvement with the Civilian Conservation Corps (CCC). From 1933 through 1939, as many as 30,000 Reserve officers served active duty assignments as commanders and staff members of the CCC camps. The CCC experience helped stimulate many officers to stay in the Reserve at a time when incentives to membership were low.

As the Thirties came to a close, so too did the two decades of peace in Europe. But, the first rumblings of crisis brought no improvements for the threadbare Reserve; no new training programs materialized, no increased appropriations appeared. It was not until after the war was raging in Europe that the national leadership began to turn its attention, expectantly, to its long-neglected Reserve.

With the fall of France in June 1940, the United States began rearming in earnest; the nation's Reservists were quickly called. At that time, only some 2,700 Reserve officers were on active duty but a year later, more than 57,000 were. And, their's was a considerable presence. By June 1941, some 90 percent of the Army's company grade officers were recently-mobilized Reservists.

WORLD WAR II

Reservists, not Reserve units, had been called to the colors. The units were left behind, stripped of their members, and were more than ever before, paper organizations. Later, when the 26 organized Reserve Corps divisions were mobilized, they were "Reserve" in name only. Few, if any, of their pre-war Reservists remained assigned.

Except for several hundred over-age officers and several thousand others deferred because of their civiiian professions or medical problems, essentially all Reservists were on active duty by the end of 1942. One Reservist who sought active duty, unsuccessfully, was Senator Harry S. Truman, of Missouri. The National leadership decided his position in the Senate took precedence.

The Reserve presence in World War II was considerable. In a typical Regular Army combat division during the peak war years, Reservists occupied most of the mid-grade officer positions. By the end of the war, more than 200,000 Reservists were on active duty, serving on every front. Roughly a quarter of all Army officers serving during the war were Reservists.

Most Reservists who served in the war were in the grades of first lieutenant, captain, major, and lieutenant colonel, but a number went on to general officer rank. These included Lieutenant General James H. Doolittle, who had been one of the nation's top civilian aviators before the war. Another was Major General William J. Donovan, head of the Office of Strategic Services (OSS); the OSS evolved, after the war, to become the Central Intelligence Agency. Another Reservist was Brigadier General Theodore Roosevelt, Jr., (son of the rough-riding President) who won a Medal of Honor as the first general officer ashore during the D-Day invasion.

Immediately after the war, the structure and mission of the Organized Reserve Corps was caught up in political debates surrounding the enactment of Universal Military Training, Selective Service, and in the establishment of the Department of Defense. In 1948, these issues were resolved; Reserve drill pay and a retirement program

continued

were enacted, Reserve units began to be organized, and a peacetime draft was established. The draft assured a regular source of Reserve enlisted members by requiring draftees to serve Reserve unit duty following a 21-month tour of active service.

By June 1950 more than 600,000 Reservists were on the muster rolls, about a third of whom were serving as unit members in paid drill status.

KOREA

When the Korean Conflict broke out in 1950, existing mobilization plans assumed a total war, similar to World War II. There were no provisions for a limited call-up, which was now required, and the resultant partial mobilization was disorganized and difficult. More than 200,000 Reservists eventually were recalled to active duty, some as individuals, some with the 971 Reserve units that were mobilized. Fourteen Reserve battalions and 40 separate companies actually went to Korea, and seven Reservists won medals of honor in combat there. Reservists also earned about 10 percent of the other top decorations for valor on Korean battlefields.

Problems with the Korean mobilization led to new legislation in 1952 and 1955 which established and refined Reserve enlistment programs, and defined the legal categories of Reserve service which exist today: the Ready Reserve, the Standby Reserve and the Retired Reserve. The 1952 Act also established the name "Army Reserve," replacing the "Organized Reserve Corps" title carried since 1916. It simultaneously did away with the old ORC's legally distinctive Officers Reserve Corps and Enlisted Reserve Corps components.

MIRROR IMAGE NO MORE

The post-World War II Army Reserve force structure was primarily intended to be — as it had been between the World Wars — a mirror image of the Regular Army's combat division force. In the late 1950s, its force structure began to evolve towards an increasingly combat support and combat service role. This process was accelerated in the 1960s, following an unsuccessful attempt on the part of the Department of Defense to remove the units from the Army Reserve and place them in the National Guard. This plan generated enormous controversy, which in turn stimulated sufficient Congressional opposition to kill it. Had it been adopted, the Army Reserve would have been reduced to a control group of individual members.

With the unit merger plan abandoned, the Department of Defense moved in a new direction for Army reorganization. The resulting effort saw the Army Reserve stripped of most — but not all — of its combat arms units, and given a proportionately larger share of the combat support and combat service support mission. Simultaneously the Army National Guard was modernized and streamlined.

When the reorganization was complete, the face of Army force structure was changed; no longer were the Active, Guard and Reserve forces mirror images of each other. Now each contributed essential, mutually supporting, mutually dependent, integrated parts of the whole.

Another aspect of the evolution of the Army Reserve came in 1968, when it assumed greater responsibility for its own command. Abolished that year were 14 regional active Army Corps headquarters, which had commanded Reserve units within their boundaries. Replacing the corps were Army Reserve Commands — ARCOMS — commanded by Reserve general officers.

Also in 1968 came a small mobilization of Reserve units for Vietnam. Since 1965, the national leadership had wrestled with the concept of calling up units of the Army Reserve for service in southeast Asia, contending with complex legal questions and controversal policy considerations.

VIETNAM

For the three intervening years, the Johnson Administration had backed away from ordering a Reserve mobilization, deciding that such a move would have sent too strenuous a signal to both the American people and to observers around the world. And, until legislation changed the ground rules in 1968, a major mobilization would have necessitated declaration of a national emergency. This would have been a dramatic move, wholly inconsistent with the Administration's policy to portray America's role in Vietnam as a limited, "business as usual" involvement.

Finally, with the legal obstacle removed, and political considerations diminished by President Johnson's decision not to seek reelection, the way was cleared for a Reserve call-up.

Ironically, after years of wrangling with the issue, the leadership ultimately ordered only a minor mobilization. Just 42 Army Reserve units with fewer than 5,000 members were called, of which 35 units and 3,500 members were sent overseas. Matters of highest policy had delayed the call up; now that these grave concerns were at last resolved, routine budgetary considerations diminished it. The Army leadership quickly concluded that a widespread Reserve mobilization was just too costly.

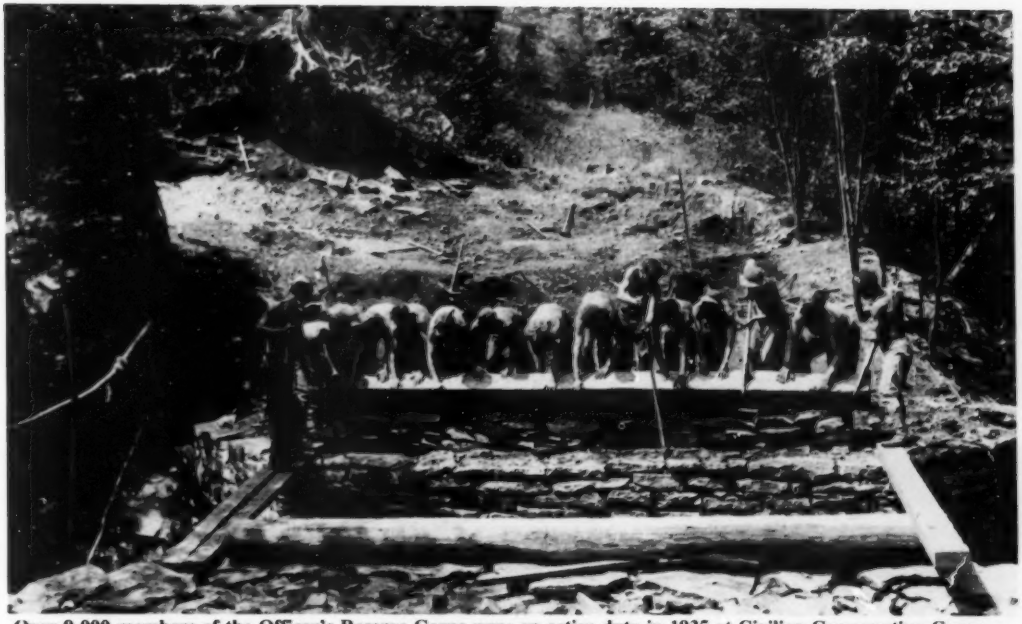
TOTAL FORCE

In 1973, the Department of Defense announced a new concept of national defense which soon came to be titled the Total Force Policy. Total Force — proclaimed as the draft was ending — decreed that the defense forces of the United States would henceforth consist of the minimum active duty force required to maintain the peace, supported by a reinvigorated, well-trained, well-equipped Reserve. The Total Force policy exists today, and is the major conceptual influence on the shape, scope, and size of each of the nation's Armed Forces.

The Total Force policy has had a profound effect on the growth and development of the Army Reserve. In practice, it is very close to the visions espoused in the early years of the century by Elihu Root, John McAuley Palmer, and Leonard Wood.

Since its enactment, Total Force has mandated new training programs, new equipment and a heightened urgency to Reserve readiness. Three contemporary Army programs illustrate how the Total Force policy has reshaped the way the Army Reserve prepares for its missions, worldwide:

• CAPSTONE, Announced in The Late 1970s, Links Its Peacetime Units Of The Active Army, Army National Guard, and Army Reserve that would likely fight together in wartime. Because peacetime chains of command would change after mobilization, the Army decided that those units that would serve together after a call-up needed to plan together, train together, and get together before an emergency. CAPSTONE now helps determine where, when and with whom a unit will train. Units and commands linked under CAPSTONE trade staff visits and standard operating procedures, and fashion strong informal ties among commanders and staff members. CAPSTONE relationships have already provided actual operational support to the active duty military. Notable was the CAPSTONE link between the U.S. Atlantic Command and the Army Reserve's 358th Civil Affairs Brigade, a relationship that spurred the service of the Army Reserve in Grenada. For many months following the rescue mission there, Reservists with professional skills in public utility and facilities work, education and engineering, served on the island helping the Grenadian government restore and improve local services. The Reservists went to Grenada because the Atlantic Command — which had responsi-



Over 9,000 members of the Officer's Reserve Corps were on active duty in 1935 at Civilian Conservation Corps Camps. Their key role in running the camps was, in effect, a test mobilization. Here a CCC crew builds a bridge in Mineral Springs, Pa., State Forest (1935).

bility for the U.S. operations there — had a close CAPSTONE tie with the Reserve Civil Affairs brigade.

• Roundout, a special type of CAPSTONE relationship, provides reinforcing units of the Army National Guard and Army Reserve to bring active Army units to full strength. Upon mobilization Reserve Component Roundout units complete the force structure of active units that are organized — in peacetime — at less than their full wartime configurations. The active Army's 25th Infantry Division is a typical example: In peacetime, it has only two of the three brigades with which it would go to war. After mobilization, the division adds a third brigade from the Hawaii Army National Guard, which in turn will add to its structure the Army Reserve's 100th Battalion, 442d Infantry.

• Overseas Deployment Training (ODT) is a program which sends entire Reserve units — or cells comprised of key unit members — to train overseas in locations where the unit would be most likely to deploy after a call up. While overseas, the unit and cells take part in exercises with the Active Army commands they could serve with in wartime. ODT assignments usually reflect the CAPSTONE relationships between the U.S.-based Reserve units and their overseas active Army gaining commands.

Recent Army Reserve history has been characterized not only by rigorous training programs, but in dramatic personnel growth. Since 1978, Reserve unit strength has climbed from only about 187,000 to more than 290,000. Reserve officials attribute the climb to a variety of factors, including a rebirth of patriotism, improved enlistment incentives, aggressive recruiting, and the realistic, mission-oriented training programs driven by efforts such as CAPSTONE, and Overseas Deployment Training.

Another key element in contemporary Reserve history is the role of the individual Ready Reserve (IRR). The IRR, which consists of more than 300,000 Reservists who are not members of units, was once little more than a roster of those former active Army soldiers with time remaining on their statutory military service obligations. Now, IRR members with the most critical mobilization skills are offered regular training assignments. Centralized personnel management of all IRR members, and all Reserve officers, is a major responsibility of the U.S. Army Reserve Personnel Center, activated in 1984.

Key players in today's Army Reserve include: U.S. Army Forces Command, which commands the units of the Army Reserve through five regional Continental U.S. Army headquarters; and The Office, Chief Army Reserve, which formulates, defends and executes the Army Reserve's budget, and which acts as the principal Reserve advisory body to the Army Staff.

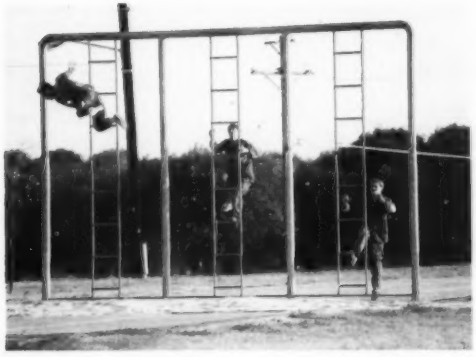
* * *

Tempered by the rigors of four wars, by decades of bottom-of-the-barrel austerity, by a decade of rapid and demanding growth, today's Army Reserve is a trained and professional force wholly integrated into the operations and structure of the United States Army. In its readiness, and in the selfless volunteer spirit of its half-million members, it more than embodies the expectations of those visionaries who urged its formation more than 80 years ago.

This article was written by Maj. Art House from material in the Army Reserve's official history. "Twice the Citizen. A History of the United States Army Reserve 1908-1983," by Lt. Col. Richard B. Crossland and Maj. James T. Currie. The history is DA Pamphlet 140-14, and is available through Army publications channels. It is also available for individual sale through the superintendent of Documents, U.S. Government Printing Office, at $11.00 per copy.

Come to Europe

The Price Is Physical Challenge



If you're a Reserve officer, and the idea of participating in punishing physical competition in Europe appeals to you, read on.

On August 4, 1986, officers from different branches of several NATO countries' reserve forces will meet in Athens, Greece. This select group, called the Interallied Confederation of Reserve Officers (CIOR), meets every year to promote better understanding among its members and the nations they represent — understanding through competition. The countries' teams are put through three arduous days of marksmanship, a test of military skills, orienteering and a set of gut-busting land and water obstacle courses.

Applications are screened in the spring; from the applicants are chosen those Reserve officers who compete for slots in the U.S. delegation. The delegation is usually made up of a rookie team and five or six veteran teams.

Here's how things work: your application must be received at Fort Sam Houston by April 15, 1986. If you're selected to try out for the delegation, you'll be placed on active duty for training for about four weeks. Novices will arrive at Fort Sam on June 23, returning veterans about June 30. The selection competition takes place July 10-13.

Those Reservists selected to represent the U.S. will have their duty extended for the trip to Athens.

To get things started write to:

CIOR Coordinator
Directorate of Reserve Components Support
Bldg. 142
Fort Sam Houston, Texas 78234-5000
commercial: (512) 221-5359/7909
AUTOVON: 471-5359/7909

CIOR

Space

The Army's Role

Chances are that, when someone says "SDI" (Strategic Defense Initiative, or 'Star Wars'),'' your first thought is *not* "the Army.'' The other services do all that space stuff, right?

Wrong. The Army *has* a space role.

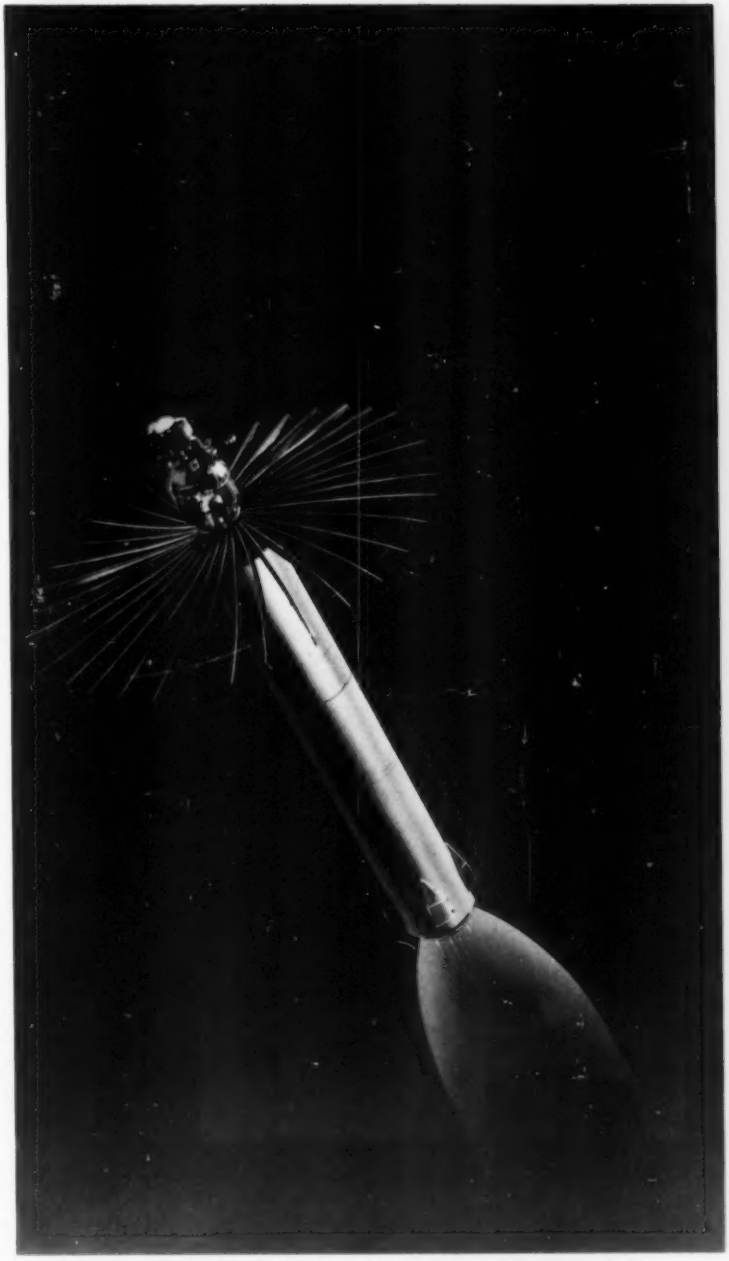
In fact, that role began in World War II, when Werner von Braun and 124 rocket experts were packed off to the States from Germany. These individuals became the core of the Army team that build America's first modern rocket, the Redstone. Later, the nation's first satellite, Explorer I, was shot into space atop the Army's four-stage Juno rocket. The Army also developed the Jupiter-C intermediate range ballistic missile (IRBM) and the world's first communications satellite (in 1958). Some geodetic satellites—gadgets that help people map the earth—were also made by the Army.

Those who started the Army in the space business foresaw what is now indisputable: ground forces would need space technology to communicate over long distances, watch the weather, watch the enemy and navigate in modern combat.

Today about 80 percent of the Army's "long haul'' communications is handled by satellites. The Army is the proponent, or executive agent, for all Department of Defense satellite communications, ground terminals and the Ground Mobile Force Satellite Communications Program. And, the Army has a healthy share of the research for ballistic missile defense.

With the help of the Rand Corporation, an Army group at Ft. Leavenworth is working out the Army Master Plan for Space. The Plan will identify what space technologies the Army should pursue and refine the role the Army will play in space.

We'll have more on the Army and space in subsequent issues.



An artist's conception of an experimental interceptor (not a nuclear device) designed to stop nuclear warheads above the Earth. The Army fired the object into space last year.

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